



“TENURE RIGHTS” OF CERTIFIED EMPLOYEES:

WELLS AND RICE V. DEP'T OF HIGHER EDUCATION
STATE PERSONNEL BOARD CASE NO. 2002B092(C)

BY STACY WORTHINGTON
DIRECTOR, STATE PERSONNEL BOARD

Colorado courts have developed a theory of "tenure rights" for certified state employees. Tenure rights are different from retention rights, and they give employees rights to positions in other departments when a program or function is moved from one department to another. An administrative law judge (ALJ) for the State Personnel Board recently reversed a hiring decision that violated an employee's tenure rights. In that case, *Wells and Rice v. Dep't of Higher Education*, Auraria Higher Education Center (AHEC) took over the media center that had been operated by the University of Colorado-Denver (UCD). AHEC reduced the staffing and hired some, but not all, of the UCD Media Center employees. The ALJ found that AHEC violated the tenure rights of a more-senior employee when it hired less-senior employees.

Tenure rights arise out of the Colorado Constitution, art. XII, § 13(8), which states "[p]ersons in the personnel system of the state shall hold their respective positions during efficient service or until reaching retirement age, as provided by law." The Colorado courts have interpreted this provision to provide "tenure rights" to certified employees. The first case that recognized "tenure rights" was *People ex rel. Kelly v. Milliken*, 74 Colo. 456, 223 P.40 (1923). The legislature abolished a program, then created new positions with substantially the same duties. The Court stated, "Since their tenure of office is secured to them by the Constitution, the so-called civil service amendment (article XII, § 13), the Legislature has no power to deprive them of it. That body has, indeed, the power to abolish the office, but it may not avoid the Constitution by abolishing the office and creating a new one with duties substantially the same, to which new officers are appointed." 223 P. at 457. The court held that the old employees were entitled to be rehired if the new jobs were filled.

Bardsley v. Dep't of Public Safety, 870 P.2d 641 (Colo. App. 1994), involved the elimination of the Department of Public Safety's Division of Disaster Emergency Services (DODES) and the creation of an Office of Emergency Management (OEM) in the Department of Local Affairs (DOLA) as part of a budget reduction plan.

DODES was staffed by 31 FTEs, and all the associated employees were laid off by DPS. OEM was staffed by 20 FTEs, some of which required substantially the same qualifications and performed substantially the same duties as DODES positions. None of the DODES employees was transferred to OEM, but several were offered positions as new employees.

The *Bardsley* court disapproved this action:

[O]ur supreme court, for more than 70 years, has made clear that neither the executive branch nor the legislature can deny to certified state employees the tenure rights granted to them by the Civil Service Amendment. Hence, a certified position may not be abolished and the incumbent employee terminated if a new position is created with substantially the same duties and responsibilities as the old position, but filled by another employee. 870 P.2d at 647.

The court reviewed other cases and concluded "that the rights granted by the Civil Service Amendment to a certified state employee include the right not to be displaced by the abolition of the position occupied and the creation of a new position which is required to perform *substantially* the same service." *Id.* at 648. Therefore, if any of the 20 new positions in OEM substantially duplicated the qualifications and duties of any of the old DODES positions, "the former DODES employees were entitled to be transferred to those new positions without any loss of their previously vested benefits." *Id.*

This issue was presented recently in *Wells and Rice v. Dep't of Higher Education*. UCD had operated the Media Center that served all the institutions located on the Auraria Campus. At the end of 2001, the institutions decided to transfer all the Media Center functions to AHEC, which reduced the staffing from 27 to 15 FTEs. The Media Center employees were given an opportunity to exercise retention rights within UCD and to transfer

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BULLETIN NEWS BRIEFS

- DPA is in the process of moving its website addresses from www.state.co.us/dpa to www.colorado.gov/dpa in order to be more consistent with the State of Colorado website. DHR has been using redirects on their most popular pages but will discontinue that shortly, so please re-bookmark your favorite pages. DHR's new homepage is www.colorado.gov/dpa/dhr.
- This year's second edition of *HealthLine* contains the 2004 health plans and rates, an article about closing the gap in the state contribution to group benefit plans, a Consumer Health Choice article on the upcoming on-line open enrollment, and a Q & A about changes to 2004 plans. It was recently mailed to employees' homes and is available at www.colorado.gov/dpa/dhr.
- Trumpet the merits of a colleague or group of colleagues with a nomination for a Human Resources Award. Nomination forms are available on-line and at the back of this issue. The nomination deadline is September 15, 2003. Awards will be presented at the DPA Conference on October 17, 2003.
- DHR is establishing a pilot program that will broaden the current practice from departmental personal services program waivers to a statewide blanket waiver for all departments, based on statutory criteria instead of specified services. Feedback on the proposed pilot waiver conditions is due to DHR by no later than Wednesday,

September 10, 2003. Please send comments to joi.simpson@state.co.us.

PCP Personal Services Contracts Training Schedule:

Level 1- Basic

**November 20, 2003, 9am - 4pm
Centennial Building
1313 Sherman Street, Room 220
Denver**

Level 2 - Advanced

**September 18, 2003, 9am - 2pm
Centennial Building
1313 Sherman Street, Room 220
Denver**

&

**October 28, 2003, 9am - 4pm
Location to be determined**

For more information or to register contact Judi Karg at judi.karg@state.co.us.

To learn more about these and other human resources, risk management, benefits, and C-SEAP policies and issues, go to www.colorado.gov/dpa/dhr and be sure to check under "Recent News."

CHILD CARE DISCOUNTS FOR STATE EMPLOYEES

**BY TRAVIS ENGELHARDT
WORK-LIFE PROGRAMS COORDINATOR**

It's that time of year again. Summer is over, and school has begun. Parents of toddlers and preschoolers who are still looking for options have some.

Do you need childcare? If so, would you like a discount on those childcare services? Childcare tuition discounts are available for all state employees through a number of childcare providers. Kindercare Learning Centers, LaPetite Academies, ABC Child Development Centers,

Kiddie Academy Child Care Learning Center, Kid's Place, Little People's Landing, and Children's World offer tuition discounts to all state employees. These discounts are available to any permanent state employees in all branches of state government. To obtain childcare discount rates and information, contact the chosen provider and let them know you are a State of Colorado employee and learned about this discount through work. The providers will explain the details so that you may make the best decision for your family.

Employees are reminded that arrangements are the sole responsibility of the individual family. The State assumes no obligation for these arrangements and does not endorse any of the organizations or their programs.

For information on all Work-Life employee discounts go to www.colorado.gov/dpa/dhr (under "Benefits, Pay & Work-Life" or contact Travis Engelhardt at travis.engelhardt@state.co.us.

RENEWING MOTIVATION IN CHALLENGING TIMES: A SIMPLE FRAMEWORK

BY JON RICHARD, PSYD.
C-SEAP

Most State employees experience some degree of ongoing flux in the workplace. Some of the changes may be experienced as positive (such as a promotion or sought-after new challenges), and some as negative (e.g., loss of valued coworkers through retirement or layoff, reductions in the resources available to the work unit or department, anxiety-provoking new job responsibilities acquired through restructuring). Notwithstanding most employees' understanding that change is, indeed, an unavoidable and constant feature of life and work, experiencing multiple simultaneous or overlapping changes increases the risk that an employee or a work unit will be taxed, at least temporarily, beyond their effective coping resources. When subjectively overtaxed by multiple changes, employees and managers alike may feel helpless to manage change in an effective and timely way. With the onset of feelings of helplessness, motivation (that all-important sense that what one does matters and is desirable to do) may begin to ebb away. On going demotivation can lead to multiple problematic changes: cynicism, passivity, an attitude of "what difference does it make," and inevitably, a decrease in the quality of work.

Managers and supervisors may be able to assist employees (and themselves) in maintaining and renewing motivation by incorporating the following framework into group discussions, work unit planning sessions, and individual supervision. The essential premise is that providing a structure for recognizing the importance of motivation, identifying the hindrances to motivation, and addressing tasks in a systematic way, assists in reducing employee anxiety and frustration. Reduced anxiety and frustration in turn results in a greater likelihood of coherent and productive action on workplace tasks, which produces positive results, which inherently counteracts the employee's perception of being overwhelmed and immobilized. By this method, a downward spiral can be halted, and the stage set for a return of enthusiasm.

ENHANCING EMPLOYEE OR WORKGROUP MOTIVATION

1. Communicate a supportive understanding of motivational ebbs and flows

Make it clear to your employees that you understand that it is harder to maintain motivation at some times than others, and that ebbs in motivation typically reflect the individual and group response to change and to stress, and that temporarily decreased motivation is a problem to be addressed, not a character flaw or personal

failure.

2. Make motivation renewal a shared (group) priority

Though each individual has ultimate responsibility for his or her own motivation and renewal, an atmosphere of support, encouragement, positive feedback, and appreciation predictably enhances motivation. The message that "we're in this together, especially in difficult times, and we can help each other value and even enjoy what we do according to how we treat each other", cannot be shared too often. Further, the manager who communicates that she can provide a framework for renewal inspires confidence and hope, two primary ingredients in that renewal.

3. Approach motivation systematically, whether working with one employee or with a group

In a demotivated state, the employee may focus on what can't be changed, e.g., on difficult fiscal realities or on decisions made by authorities outside the work unit. At this point, the manager may wish to acknowledge the employee's frustration, but with equal measures of gentleness and firmness, refocus the discussion to what is still in the employee's or group's ability to do. The message: "Let's focus on what we still can do to make a difference, what we need to do first, and how we're going to do it."

4. Work with the employee or group to identify a goal that is specific and measurable

This is a critical step in overcoming the demotivating notion that it's-all-too-much-and-I-don't-even-know-where-to-start. Don't allow the discussion to stop at "we need to do more work on X-project" or "we need to work more efficiently on Y-project." Instead, focus repeatedly on exactly what step(s) will be done, by whom, and in what order on what timeline. In doing so, you are simultaneously increasing motivation by breaking down the seemingly impossible workload into manageable parts, and modeling for your employees a pragmatic and productive approach to dealing with frustration, anxiety, and uncertainty.

5. Follow the progress and praise each step toward accomplishment

Few things drain the motivation from a workplace as quickly or completely as a perception that management only notices and communicates with employees when things are going poorly. Delegating is a managerial

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2003 STATE RISK MANAGEMENT SAFETY AWARDS

Do you know of a program or practice that has stopped theft from occurring? Or, an agency whose loss control program has reduced injuries? Saved lives? Made employees feel safer at work? It's that time again... "What time is it?" you ask... It is time to review your risk management programs and take credit for your successes! Each year State Risk Management requests that ALL departments review their Risk Management programs and submit nominations for programs, teams or individuals who have contributed to reducing the State's insurance losses, and/or perhaps have saved a life in the past year.

Risk Management Innovation Award

Describe an innovative component of your risk management program that has produced positive results. This could be a very small part of a process or procedure within any area of your risk management program.

Risk Management Spotlight Award

Tell us about your heroes. Nominate individuals in your department who exemplify the Risk Management Mission Statement – *Facilitate the reduction of State loss frequency and severity.*

Risk Management Achievement Award

Submit a written description of some element of your Risk Management program that is working well or has increased efficiencies. Include what it is, how it works, why it is working well and the results of the program.

This can be your whole program, or any project or program within your overall risk management program.

Risk Management Lifesaver Award

Tell us how some aspect of your risk management activities resulted in the saving of lives. This can be a direct action by employees that saved a life, or some program or procedure that was implemented with the ultimate goal to save lives.

Nominations are reviewed by three independent judges who are chosen at random from our insurance vendors or other professional contacts who are not state employees. Winners are chosen by consensus as to which nominations best meet the above criteria.

This year the awards will be presented at the DPA Annual Fall Conference, October 17. Each nominee will receive a certificate of nomination (suitable for hanging) and each nomination will also be included in the conference packet so that other agencies can take advantage of safety, loss control, and risk management programs already realizing success.

So, let's hear it from all of you! Deadline for submission is close of business Friday, September 26, 2003. Send your submissions to brenda.hardwick@state.co.us or to the DPA Division of Human Resources–Risk Management, 1313 Sherman Street, Room #114, Denver, CO 80203.

DHR TO RECOGNIZE THE ACHIEVEMENTS OF STATE HR PROFESSIONALS

The DPA Division of Human Resources is initiating the annual Human Resources Awards. The awards are designed to recognize the achievements of state HR professionals. Award categories are as follows:

Distinguished Service Award – honoring a group or an individual who has given outstanding long-term HR service to the state and whose impact extends beyond a single agency.

Innovative HR Program Award – recognizing a group or an individual for significant contributions in developing an innovative departmental HR program.

Human Resources Hero Award – acknowledging an individual professional who inspires and encourages us to become better in our profession.

Trumpet the merits of a colleague or group of colleagues with a nomination. The nomination deadline is September 15, 2003. The nomination form is included on the final page of this issue and is at www.colorado.gov/dpa/dhr. Awards will be presented at the DPA Annual Fall Conference on October 17, 2003.

For more information contact Pat Romero at pat.romero@state.co.us or 303-866-5383.

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to AHEC. AHEC requested copies of the applicants' performance evaluations, but did not review their personnel files and did not consider seniority in its hiring decisions.

A number of UCD employees appealed; all but two resolved their appeal issues prior to hearing. The ALJ upheld UCD's decision to abolish the Media Center positions and lay off the employees. Complainant Wells did not apply for a transfer to AHEC, so the ALJ found that AHEC did not violate his rights. However, the ALJ ruled that AHEC should have offered complainant Rice a position.

Rice had over three years of experience in his class. AHEC hired two Media Center employees who had approximately two years of experience in the same class. The two employees AHEC hired had some qualifications that Rice lacked, but those qualifications were not required in the job announcement or PDQs for the positions.

The ALJ applied *Bardsley* after finding that the AHEC positions were substantially similar to the position that Rice and other UCD employees had held; the only difference was that there were fewer positions at AHEC than there had been at UCD. The ALJ stated:

While the Board layoff rules and state statutes do not provide for the specific circumstances of this action (transfer of an entity from one retention area to another), they do, when viewed in light of constitutional provisions and the *Bardsley* case, provide guidance. A common theme throughout the Colorado constitution, state statutes, Board rules and the *Bardsley* case is a recognition of certified state employees' tenure rights and a protection of those rights. Tenure rights are a broader concept than the retention rights encompassed by Board rule. Retention rights are rights, based upon seniority, within a retention area. Board Rules, R-7-7 through R-7-20, 4 CCR 801. Tenure rights are rights, based on seniority, throughout the state personnel system.

The ALJ concluded that AHEC had violated Rice's tenure rights when it hired two less-senior UCD employees into the positions. She ordered AHEC to appoint Rice to one of those positions and pay him back pay and benefits.

This case is currently on appeal to the State Personnel Board, which could reverse or modify the ALJ's decision. However, given existing case law and the ALJ's reasoning, HR administrators must protect the tenure rights of certified employees. When functions are transferred from one department or institution to another, *Bardsley* requires the receiving department to transfer employees who had performed those functions to new positions that substantially duplicate their former positions. The employees thus have rights beyond their retention rights, which only exist within the sending department. However, *Bardsley* did not address how a receiving department should act when it has fewer positions to fill than employees who wish to transfer.

Milliken and *Bardsley* state that the employees' rights to be rehired into or to transfer to the new positions are an aspect of their constitutional tenure rights. The Board has defined "tenure" as the "[c]ombination of rights which vest in a certified employee by virtue of certified status, seniority, and years of service." Board Rule R-12-28. The ALJ concluded that tenure rights require the receiving department to consider seniority and other factors identified in the state constitution, statutes, and Board rules in deciding which employees to hire. Those additional factors include the qualifications required for the position and the employees' performance evaluations.

In cases such as this, where the receiving department is filling fewer positions than there are employees, the receiving department should first consider whether the applicants meet the qualifications specified for the positions. The receiving department can review its business needs, including those that result from the reduction in the number of positions, when it determines the necessary qualifications. If the number of qualified potential transferees exceeds the number of available positions, the receiving department should consider their seniority and performance evaluations in its hiring decisions. This consideration will be similar to that involved in administering a layoff and retention rights.

“Renewing Motivation” continued from page 3

necessity and an art, but if employees believe that once delegated, their efforts are off management's radar, one of the major motivations – helping others and being affirmed for doing so – is lost. So, track the time lines you've established with your employees, demonstrate a continued interest in their experience of the work, ask supportive questions at intervals along the way (“How is it going? Do you have what you need? Have any new challenges come up?”) and publicly praise each step toward accomplishment.

6. Use additional resources as needed

The employee or workgroup that remains poorly motivated despite the strategies described above, may be struggling with complex personal or interpersonal problems. The supervisor or manager may wish to contact C-SEAP by phone for a brief, confidential consultation or coaching session on additional strategies for consideration in working with such an individual or group. Similarly, a persistently unmotivated employee may benefit from a direct referral to C-SEAP for confidential, no-cost counseling.

DO NOT MISS THE 2003 FALL CONFERENCE!

The 2003 DPA Annual Fall Conference – Friday, October 17, 8am - 4:30pm, at The Arvada Center for the Arts & Humanities, \$35 (including lunch and all conference materials) – combines the best of the Annual State Risk Management and Annual Personnel Conferences into a one-day professional development opportunity specifically designed to address the unique challenges of state service.

By combining the two conferences, the DPA Division of Human Resources achieves two very important goals:

- 1) Offering the state workforce a cost-effective and dynamic learning opportunity; and
- 2) Reemphasizing the critical nexus between best-practice risk management and sound human resource policy and practice.

DHR Division Director, Jeff Schutt, notes that, “even in difficult budget years, it is extremely important to invest in our workforce. Supervisors, HR professionals, facilities and risk managers must have access to the information that will help them be even more successful in their jobs. We have worked hard to put together a conference that recognizes budget constraints, and, more importantly, provides the kind of learning opportunities that highlight a cooperative and strategic business vision and will pay dividends for those who attend.”

This year’s diverse conference workshops underscore these notions by offering something for all of our

customers. The conference continues to provide core risk management topics, such as Vehicle Use: Programs and Policies and Infectious Diseases and Bio Threats workshops. HR professionals also have something to look forward to as the Strategic Staffing and Workforce Development workshops will be lead by Rick Jacobs, noted Penn State University professor, Doctor of Industrial/Organizational Psychology, and Vice President Consulting, Americas, SHL.

Conference planners have paid particular attention to offering workshops in each session that will appeal to all supervisors and employees and to honoring past attendees’ recommendations. Back by popular demand is the Mock Trial, which this year will focus on a personnel claim. The Lemons to Lemonade and Living with Peril workshops take an integrated approach to the workplace changes all of us are facing no matter our specific line of work. Also, planners have provided the additional requested time for more networking among colleagues.

Registration has begun and a registration form is available in this issue of *The Advisor* and on-line at www.colorado.gov/dpa/dhr. More information about each workshop and a tentative workshop line-up appear on the registration form.

For more information about the conference, please contact Judi Karg at judi.karg@state.co.us or 303-866-2391.

2003 ON-LINE OPEN ENROLLMENT: HELP EMPLOYEES PREPARE

DPA EMPLOYEE BENEFITS UNIT

On-line open enrollment not only meets the goal of anywhere, anytime access to your benefits information for the open enrollment period, it also saves money and valuable time in data entry.

NO printed open enrollment materials will be mailed to employees’ homes this year. These materials will be available on-line in late September at www.colorado.gov/dpa/dhr. This gives employees one month to review their options in preparation for the open enrollment period, which will run from October 20 through November 7. Employees who wish to print these materials can do so directly from the website.

Prior to the open enrollment period, each employee will receive a letter at their home detailing how to access the on-line open enrollment site. The letter will also provide the necessary instructions to enroll and a copy of each employee’s current benefits. Only employees who want to make changes for 2004 will have to use the system. Rocky Mountain HMO will be helping transition the employees affected by the elimination of the RMHMO plan.

The Employee Benefits unit will be working with departments’ HR, payroll and benefits professionals to get all employees the information they need to make the choices that work best for them and their families. A comprehensive list of places that have public access to the Internet will also be made available for those employees who do not have Internet access from their work or home.

As with all transitions, some concern and possibly resistance is expected; however, employees have expressed overwhelming support for a paperless open enrollment process.

Note: CU employees in the state personnel system will continue to enroll using CU’s on-line system.

HAVE WE ALIGNED OUR PROFESSIONAL DEVELOPMENT NEEDS WITH FUTURE REALITIES?

BY SUSANA VILLESCHAS
PROGRAM LEADER, PROFESSIONAL DEVELOPMENT CENTER

Today's emerging workforce issues are vastly different from those a decade ago. Technological advancements, economic slowdowns, and downsizing are all challenges we face today. Additionally, because the population is growing older and more diverse, profound changes in the characteristics of the U.S. population will occur. As the baby boomers age, the population aged 65 or older is expected to grow from 12% to 20% by 2030. At the same time the growth of the labor force is expected to slow down considerably (U.S. General Accounting Office statistics).

According to the Bureau of Statistics the average tenure of a worker at any given job is 3.6 years. A survey conducted by the Creative Group in California indicates that professionals switch jobs at least twice in a five-year period. Other workforce studies indicate that 60 million baby boomers will leave the United State workforce during the next 15 years. As the "boomers" retire, the number of available skilled workers will significantly decrease.

Closer to home, in our state workforce, we face extraordinary challenges in the years ahead. In the next five years, according to current workforce data, 28% (8,373) of the state workforce will be eligible to retire. Specific to the managerial workforce, recent data indicates that in the next five years approximately 60% (35) of state managers appointed to Senior Executive Service (SES), will be eligible to retire. In addition, approximately 43% (101) of employees in top-level positions will be eligible to retire in the next five years.

What does this all mean to state managers? When veteran talent is lost, an intellectual void is created, in which knowledge does not get transferred effectively when these employees leave the workforce. It takes a certain amount of time for new employees to get up to speed in a job. It takes an even longer period of time for employees to learn the state culture, as well as all the state rules and regulations.

Moreover, if the average tenure of a worker is 3.6 years in any given job, we will face challenges in retaining workers and holding on to trained and experienced workers. We will also face challenges in boosting performance. With a smaller pool of experienced workers we will be placing employees into positions for which they are unprepared and inexperienced. While this is critical at all levels of government it is most critical at the managerial and supervisory level.

The question is what can be done to prepare state employers for the future?

First, a strategic plan needs to be developed which identifies and analyzes what the current and future training needs are. An assessment needs to be made as to what skills and competencies are needed to achieve results for the benefit of the citizens of the State of Colorado – not only for the skills and competencies needed for our business today but for future needs as well.

Second, given the projected forecast of potential retirements in the next five years, we need to actively focus on succession planning, leadership development and managerial training. Strategic plans developed around current and future needs can help in counteracting the potential impact of state retirements. If employers do not adequately prepare for the potential shortage of trained and skilled workers created by impending retirements, they will find themselves competing for a much smaller pool of experienced workers. A much smaller pool translates into a much more expensive hire, longer recruiting time and lost productivity.

Finally, a shared leadership training vision needs to be cultivated that reaches across management, division, and agency lines.

Training and developing new and current staff to fill new roles and work in different ways will continue to play a crucial part in the state government's endeavor to meet its challenges for the 21st century. Ways that employees learn and achieve results will also continue to transform how we do business and engage employees in further innovation and improvement. Investing in and enhancing the value of employees through training and development is a crucial part of addressing these current and future challenges.

The Professional Development Center for the Department of Personnel and Administration is prepared to assist with these challenges. The Center provides leadership and supervisory training that focuses on skills and competencies needed to be an effective supervisor or manager today or in the future. Agencies needing assistance should contact the Center directly at 303-866-2439 or e-mail: prsnl.training@state.co.us.

Dynamic learning opportunities to help you exceed your potential

Professional Development Center



HIGHLIGHTS

Make the most of limited training dollars

Choose from core courses uniquely suited for the State of Colorado workforce

Drive organizational change with a flexible, interactive workshop designed to meet your distinct business needs

Getting the most out of a limited training budget

Given the current fiscal reality, we all need to be mindful about how and where we spend our dollars. The Professional Development Center offers high quality courses at a fraction of the cost of more slickly advertised private training programs. We work hard to combine value with results. Our professionals have over 75 years state employment experience, and we understand the distinct challenges and opportunities of State employment.

Delivering quality learning experiences uniquely suited for the State workforce

Whether it's the personnel system rules and procedures, progressive discipline, performance-based pay, or learning to become a more effective leader or assistant, our professionals know the ins and outs of the State system. Our insight helps us deliver


classes with meaning. And we do so throughout the State.

Meeting your distinct business needs with our custom workshops

Whatever your business need, we can design a flexible, dynamic course to meet that need. We'll work around your schedule and come anywhere in the State. Give us the challenge and we'll do what we do best - help you find innovative solutions.

[\(under "training"\)](http://www.colorado.gov/dpa/dhr)

Let us give you \$100 dollars for training

Professional Development Center Division of Human Resources 1313 Sherman Street, First Floor Denver, Colorado 80203		0001
PAY TO THE ORDER OF <u>An Intelligent Leader</u>		\$ 100.00
<u>One hundred and 00/100</u>		DOLLARS
FOR <u>Training</u>		<u>Jeffrey C. Schutt</u>

Redeemable for any 5-day course (good for \$25 off any one-day course). One coupon per student. Good through December 31, 2003. Please mention this promotion when registering.

UPCOMING CORE COURSES

Colorado Supervisory Certificate Program

- Make more effective decisions
- Understand behavioral differences
- Communicate well with a multigenerational workforce
- Coach for improved performance
- Learn the ABCs of teamwork
- Motivate and influence your team

A 5-day, certificate-earning course that's perfect for new and aspiring supervisors. \$725.

Denver

September 2, 9, 16, 25 & 30
October 7, 14, 21, 22 & 28
January 12 - 16, 2004

Leadership Development Program

(formerly Advanced Supervisory Certificate Program)

- Build collaborative relationships
- Redefine vision and mission
- Improve accountability and take responsibility
- Grow and adapt to change
- Refine your leadership skills

This is a 5-day, certificate-earning, advanced supervisory course that helps managers exceed their potential. \$725.

Denver

November 3 - 7
February 2 - 6, 2004

The Rules for Supervisors and Managers

- Pinpoint pertinent State Personnel Rules and Procedures
- Understand the intended purpose and nuances
- Learn to apply the rules to your day-to-day supervisory issues

A 1-day workshop that teaches the structure of the State Personnel Rules and Procedures and helps supervisors effectively apply the system. \$150.

Denver

September 10
November 17
January 22, 2004
February 25, 2004

Progressive Discipline

- Develop methods for diagnosing performance problems
- Enact strategies for solving these problems
- Learn when to utilize positive or negative consequences

This is a 1-day workshop for supervisors who want to build the strategies to discipline for positive results. \$150.

Denver

November 18
January 29, 2004
February 26, 2004

REGISTER ONLINE NOW

www.colorado.gov/dpa/dhr
(under "training")

FOR MORE INFORMATION

To find out more about these courses or custom learning opportunities designed to meet your unique business needs, contact the DPA Professional Development Center.

To Educate

To provide relevant and timely resources and information that will enable government employees at all levels to better understand their roles and responsibilities as public servants within the context of their respective work environments.

To Enlighten

To provide structured experiences and activities to assist our students in the learning process.

To Encourage

To provide a non-threatening, relaxed, and fun atmosphere to help facilitate learning and networking; to encourage the ongoing personal and professional development of our students.

THE DEPARTMENT OF PERSONNEL & ADMINISTRATION AND THE JUDICIAL BRANCH

invite you to attend our continuing brown
bag luncheon series for state mediators

When: 11:30 AM - 1:30 PM
Tuesday, September 9

Where: 1313 Sherman St, Rm 318

THIS MEETING'S TOPIC:

THE RULES OF ENGAGEMENT FOR MEDIATORS

Presented by:
Suzanne Woodruff-Regan

Participants will learn to recognize different types of conflicts and acquire valuable strategies for eliminating, refocusing, and managing conflicts in a way that increases unity and protects relationships.

For more information about the luncheon series, the location of future luncheons, the state mediation program or additional training for state mediators, contact Pat Romero at 303-866-5383 or pat.romero@state.co.us. Please RSVP to Pat and remember to bring your lunch.

Brown Me
Alone
Man right
NO

Peace is not the absence of
conflict; It's that state
when we can deal with
conflict effectively,
efficiently and
respectfully.

-Randolf Lowry

Wrong Yes
Woman
Group white
YOU

A new day...

The sun has set on
the status quo.

Changing times are
changing the way
the state does
business.



2003 Colorado Fall Conference

REGISTRATION FORM

NAME: _____

DEPARTMENT/DIVISION: _____

PHONE: _____ FAX: _____

EMAIL: _____

VEGETARIAN LUNCH: _____

(Please indicate if you would prefer a vegetarian lunch. Thank you.)

COST IS ONLY \$35.00 PER PERSON
(INCLUDES ALL CONFERENCE MATERIALS & LUNCH)

If paying with an IT Document through COFRS, send a copy of the IT YYY document set up to agency AQF. FEIN/COFRS ID #840644739L. Fax to 303-866-2021 and please be sure to provide the Accounting Contact at your department and his or her phone number.

ACCOUNTING CONTACT: _____

PHONE: _____

If paying by check, please make your check payable to State of Colorado, and mail directly to:

Department of Personnel & Administration
Division of Human Resources – Risk Management
1313 Sherman, Rm 122
Denver, CO 80203
Attn: Judi Karg

PAYMENT IS DUE PRIOR TO CONFERENCE

CREDIT CARDS ARE NOT ACCEPTED

CANCELLATIONS NOT ACCEPTED AFTER OCT 13

DEPARTMENT WILL BE CHARGED FOR NO SHOWS

REGISTER ONLINE AT WWW.COLORADO.GOV/DPA/DHR

The 2003 DPA Colorado Fall Conference – Friday, October 17, 8am - 4:30pm at The Arvada Center for the Arts & Humanities – combines the best of the Annual State Risk Management and Annual Personnel Conferences into the most dynamic, cost-effective, one-day conference specifically designed to address the unique challenges of state service. Below are our tentative workshop sessions with brief descriptions. Please indicate with a check which workshop you will attend in each session:

SESSION I – 10:15 AM

A. STRATEGIC STAFFING: THE FUTURE OF SELECTION

This workshop will explore the use of competency-based methods for job description, the linking of job description results to assessment tools and the Internet enablement of the entire process. Presented by Rick Jacobs, noted Penn State University professor, Doctor of Industrial & Organizational Psychology and Vice President Consulting, Americas, SHL.

B. LIVING WITH PERIL

The "new face" of Risk Management in times of budget shortfalls and crisis situations. The presentation will focus on mental health and stress issues, burn-out, legal liability concerns, workers' compensation exposures in public workplaces and coping skills.

C. INFECTIOUS DISEASES & BIO THREATS

SARS, West Nile Virus, Hepatitis C, Bio-threats, and their impact on benefits, health care and Workers' Compensation providers and the dangers presented to those in governmental settings.

D. WORKPLACE PREPAREDNESS

Departmental threat assessments, contingency plans in case of a disaster, problems presented by multi-agency buildings and those shared with the private sector.

SESSION II – 1:00 PM

A. DEVELOPING YOUR WORKFORCE: MEETING ORGANIZATIONAL NEEDS

Rick Jacobs will present a four-step organizational improvement process. Tools to make this happen will be presented and ideas will be put to the test through active discussions among participants at the workshop.

B. VEHICLE USE: PROGRAMS & POLICIES

Ted Gross, Service Center Manager, Fort Lewis College will provide an overview of Ft. Lewis College's vehicle use program presentation, which may serve as a prototype for other agencies. Risk Management staff will provide additional material covering passenger van driver's training, policies regarding alcohol use and operation of state vehicles and other vehicle use issues.

C. MOCK TRIAL: PART I

Back by popular demand, the State Office of Risk Management in conjunction with the Attorney General's office will stage a mock trial that explores a personnel-related liability claim.

SESSION III – 2:45 PM

A. LEMONS TO LEMONADE

A panel of state and private-sector HR experts will examine strategies for effectively coping with challenging workplace changes.

B. LIVE OUT LOUD

Humorous video presentation by DHR's Suzanne Woodruff-Regan. In this session, you'll have a great laugh as you learn to develop the skills of living and leading out loud. Boost your energy and vitality, bust your stress and have more fun, and let go of the stuff you no longer need to carry around.

C. MOCK TRIAL: PART II

Stay tuned for the exciting conclusion.



Make a MOVE to improve your health by joining the first Wellness Program for ALL State Employees:

Colorado on the Move™

- Improve your fitness level
 - Increase your energy
 - Increase endurance & stamina
 - Improve health
 - Lose weight
- Establish your own step goal
 - Have fun
- Track your progress with user-friendly log forms
 - Receive your own pedometer
- Earn a chance to win great prizes
- Receive motivation & health information

Program Dates:

September 29th
to
November 23rd



Registration
Deadline:

September 12th

For more information or to register, visit www.colorado.gov/dpa



Congratulations on taking a step towards a healthier you!

To register for the *Colorado on the Move™ Program*,
please complete the registration form below.

Information (Please print clearly)

1. Name: _____
Phone #: _____ Email: _____
Work Address (building, city, state, zip): _____
Department: _____
2. Age Group: (check one) ☐ less than 20 ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50-59 ☐ 60-69
3. Gender: (check one) ☐ Male ☐ Female
4. Currently, how many days per week do you engage in moderate physical activity for at least 30 minutes (*brisk walking, swimming, cycling, dancing, gardening, and yard work*)? (check one)
☐ 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

Payment

Complete the following:

- ☐ Enclosed is \$20.00 for the program and the pedometer (\$20) \$ _____
- ☐ Enclosed is \$10.00 for the program, I already own a pedometer. (\$10) \$ _____
- ☐ I would like to purchase _____ (#) additional pedometers. (\$15 each) \$ _____
- Total Payment \$ _____

Registration

Use the United States Postal Service to mail your completed registration form and payment (*checks payable to HEALTHBREAK*) **no later than September 12, 2003** to:

State Employee Wellness Center
1570 Grant Street, Suite W
Denver, CO 80203

If you have questions regarding this registration form, please contact the Wellness Center at 303-866-2213.

DPA DIVISION OF HUMAN RESOURCES ANNUAL HUMAN RESOURCES AWARDS

NOMINATION FORM

DISTINGUISHED SERVICE AWARD

Live one day at a time emphasizing ethics rather than rules. ~ Wayne Dyer

Format

Nominations must be no longer than 2 pages (8-1/2 X 11, double spaced, 12-point font) and include the award name, the name, email address and phone number for the nominee and the nominator, and a narrative answer for each of the following questions.

Questions

1. Describe the nominee's sustained leadership in promoting the human resources profession.
2. Describe how the nominee has demonstrated exceptional leadership in the field of human resource management beyond his/her agency.
3. Describe human resource management programs or initiatives that were successful because of the nominee's involvement.

INNOVATIVE HUMAN RESOURCES PROGRAM(S) AWARD

What is originality? To see something that is as yet without a name, that is as yet impossible to designate, even though it stares us in the face. The way it usually is with people, it is a thing's name that makes it perceptible to them in the first place. For the most part, the original ones have also been the name-givers. ~ Friedrich Nietzsche

Format

Nominations must be no longer than 2 pages (8-1/2 X 11, double spaced, 12-point font) and include the award name, the name, email address and phone number for the nominee and the nominator, and a narrative answer for each of the following questions. Also include a brief program summary, not to exceed one page.

Questions

1. Provide a brief description of this program.
2. How long has this program been operational?
3. Why was this program created? What problem(s) or issue(s) does it address?
4. Why is this program a new and creative method?
5. How is the success of this program measured?

HUMAN RESOURCE HERO AWARD

Courage is in the air in bracing whiffs/Better than all the stalemate ans and ifs.
~ Robert Frost, "For John F. Kennedy His Inauguration."

Format

Nominations must be no longer than 2 pages (8-1/2 X 11, double spaced, 12-point font) and include the award name, the name, email address and phone number for the nominee and the nominator, and a narrative answer for each of the following questions.

Questions

1. Describe how the nominee inspires us to become better at what we do?
2. Describe how the nominee models high ethical standards, e.g., raises difficult ethical issues at personal risk.
3. Describe the difficulties of the obstacles the nominee has overcome and the consequences of those efforts.

Submit nominations to jacque.morley@state.co.us by September 15, 2003. Awards will be presented at the annual DPA conference on Friday, October 17, 2003.